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## ABSTRACT

The management consulting firm Booz, Allen and Hamilton, Inc. conducted a study of the organization and staffing of the Columbia University Libraries for the Association of Research Libraries (ARL). This is a summary of the report which resulted from that study. The plan presents a framework for the conduct of management programs that contribute to the ARL's basic purpose of strengthening the collections and services of member libraries. The mission of the Management Studies Office is to assist university research libraries in effectively serving their users through sound management of the resources available to them. The work of the office focuses on management, planning policies, budget, supervision, personnel, staff development, organization, and management information. The four projects to be undertaken which reflect the objectives of the office are: (1) Library management research and development program, (2) Library management publication program, (3) Library management conferences program, and (4) Library management consultation. The Management Studies Office is an integral part of the executive offices of the ARL. (SJ)

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UNIVERSITY LIBRARY MANAGEMENT STUDIES OFFICE

Duane E. Webster, Director

## "PLAN FOR DEVELOPMENT OF THE OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES"

by

Booz, Allen and Hamilton, Inc.

A summary by Duane Webster of the report produced for the Association of Research Libraries by Booz, Allen, and Hamilton under a grant from the Council on Library Resources.

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## PLAN FOR DEVELOPMENT OF THE ARL OFFICE OF UNIVERSITY LIBRARY MANAGEMENT STUDIES

This is a summary of a report prepared for the Association of Research Libraries by the management consulting firm, Booz, Allen and Hamilton, Inc. The report was produced as a part of the recently completed ARL/ACE study of the organization and staffing of the Columbia University Libraries. The study was funded by a grant from the Council on Library Resources, Inc.

The establishment and operation of the Office of University Library Management Studies provides the Association a vehicle for meeting the needs and interests of its members in the area of library management. The "Plan for Development of the Office of University Library Management Studies" presents a framework for the conduct of substantive management programs that contribute to the Association's basic purpose of strengthening the collections and services of member libraries. To enhance the impact of the work of the Office, the plan suggests an integrated approach designed to help libraries cope with developments in education that are forcing improvements in the management of research libraries.

### OBJECTIVES, SCOPE, AND APPROACH OF THE MANAGEMENT STUDIES OFFICE

The mission of the Management Studies Office is to assist university research libraries in effectively serving the academic and research community through sound management of the resources available to them. The

viewpoint of the Office is directed toward the top management functions in libraries.

Several continuing objectives are presented as a means of guiding the Office toward the accomplishment of this mission:

1. To identify areas that the Office can assist in solving management problems commonly encountered by research libraries.
2. To conduct and promote research into the fundamental research library management issues.
3. To develop effective approaches and systems that can be used by research libraries to improve management.
4. To secure and maintain an information file about contemporary management approaches.
5. To prepare and distribute materials that will provide information about desirable approaches and systems that can be used to improve management in large research libraries.
6. To sponsor and participate in meetings where research library representatives can be introduced to and gain increased understanding of approaches and systems that can be used to improve management.
7. To provide consultation and advice to groups of libraries and individual libraries.

The work of the Office will focus on nine broad management areas: management generally, planning, policies, budget, supervision and leadership, organization, personnel, staff development, and management information. Within the scope of these priority management topics, projects will be

designed that allow realization of the several Office objectives. Over a period of several years, work in these areas will aim at producing a comprehensive and integrated system of management for research libraries.

#### PROGRAMS OF THE MANAGEMENT STUDIES OFFICE

Four programs will be undertaken that reflect the several objectives of the Office and concentrate on the priority management areas.

1. Library Management Research and Development Program. This encompasses the identification of opportunities for improvement, the maintenance of information on current systems and approaches, the preparation of techniques and systems of assistance to library managers, and the conduct of research into the basic issues and problems of university library management.

Emphasis will be placed on securing as much information as possible from member libraries on the conduct and direction of these programs. This will be achieved through a series of frequent visits to ARL institutions (hopefully, one a month) and an annual evaluation of Office activities to be completed by directors of ARL libraries.

Among the specific research and development activities suggested, the following are presently viewed as particularly important in their respective topical areas:

- A. Management Generally. Prepare a library management audit that can be used by research libraries to review and

evaluate their performance in several broad management areas. Envisioned as a self-analysis manual, this tool will draw on the analytical approaches used in the Columbia Study.

B. Library Planning. Conduct a survey of the status of planning in research libraries and their sponsoring universities. This would lead to the development of a planning manual designed to guide library staff in a step-by-step fashion through the intricacies of long-range planning.

C. Library Policy. Develop a comprehensive library policy system that formulates and uses policy as a management tool for administrative decision-making and control. The system will be based on a survey of current practices.

D. Library Budgeting. Investigate innovative budgeting systems and design model budgeting approaches for research libraries that would provide guidelines for the incorporation of new techniques into the budgeting systems of institutions of various types (public and private, for example).

E. Library Organization. Conduct additional pilot studies that build on the Columbia experience and lead to the establishment of generalizable organizational criteria and the design of prototype organizations for libraries of different sizes.

F. Leadership and Supervision. Examine current behavioral science approaches to securing increased understanding of staff attitudes and perceptions of their working environment as a means of determining useful changes in the library's approach to leadership and supervision.

G. Library Personnel. Investigate current personnel management approaches to employment of individuals from minority groups and to collective bargaining and union relationships.

H. Executive Professional Development. Conduct a survey of current staff development practices in member libraries.

I. Management Information. Establish principles for management information systems that can be used to improve present systems employed by libraries and their parent institutions.

2. Library Management Publication Program. As an outgrowth of the basic work in the research and development area, a modest program for disseminating the results of this work is planned. Publications will include reports of specific management projects such as the Columbia Study, reviews of trends and developments in the several broad management areas, and the discussion of specific problems and issues. These materials will serve to inform library managers and encourage discussions of fundamental management concerns.
3. Library Management Conferences Program. Involvement of the Office, either as a participant or as a sponsor, in selected conferences is

viewed as a useful means of stimulating the exchange of ideas on library management while promoting the development of library managers. This program will lead to other activities such as reports at the annual meeting of the Association on trends in research library management.

4. Library Management Consultation. The provision of advice and guidance to individual libraries confronted with critical management problems is considered one of the best ways in which the Office can be of assistance to individual members. Admittedly, this type of assistance will be limited initially because of the limited resources of the Office, but the program may be expanded as demand requires. Assistance to member libraries will be provided through bibliographic services, informal counsel, and participation in the work of multi-institutional research projects.

The early program efforts of the Office will be based to a large degree on the experience and results of the Columbia Study. This involves publication of the report and its summary, the preparation of articles, and the conduct of seminars on the implications of the study. The need to revisit the Columbia campus within two years is recognized as a means of evaluating the success of the recommendations that were implemented. Additional case studies with a similar topical approach, but covering other types of research library environments will be considered (i.e., state-supported, rural, smaller institutions).

## ORGANIZATION AND STAFFING THE MANAGEMENT STUDIES OFFICE

The University Library Management Studies Office operates as an integral part of the Association of Research Libraries executive office in Washington, D.C. The Office director is responsible for the day-to-day activities of the Office and reports to the ARL executive director and the ARL board of directors. Advice and counsel are provided the Office by two groups: the ARL/ACE Joint Committee on Management and the new ARL Commission on Management of Research Libraries. Office staff is small (1 professional with clerical assistance) with the expectation of some growth during the conduct of the management program. A formal means of review and evaluation of the Office programs by directors of member libraries will be a regular part of the annual activities of the Office.

## FINANCING THE OFFICE

Expenditures of the Office concentrate on the programs of research and development. The present budget is designed to cover the basic activities described earlier and a limited number of special projects and studies. Costs of the Office should continue to be funded by ARL, CLR, and grants sought for special studies.

## A PLAN OF ACTION

Following a review of the report by the administrative and advisory groups within ARL, the Office director will act on several programs assigned priority for completion in 1972. These programs will be reviewed with the membership at the May 1972 meeting in Atlanta. Strategies for achieving longer term office objectives will be discussed at that time. Annual progress

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reports will be made and the basic plan will be modified and enlarged,  
as experience dictates and opportunity offers.

D. E. Webster  
2/28/72